

Managing AI Employees: Embracing Digital Labor in Human Resource Management



Source: Pexels (2021)

Background

In today's hospitality landscape, artificial intelligence (AI) has become a game changing factor in improving operation efficiency and guest satisfaction. As organizations increasingly depend on these intelligent systems, the role of hospitality managers is evolving to include the management of 'AI-powered 'digital workers' (Business Insider, 2025).

Sarah Franklin, CEO of human resources management solution Lattice, was the first to bring to reality the concept of 'digital workers', i.e. AI agents that are integrated into organization and treated like any human employee (The Guardian, 2024). In July 2024, Lattice announced that it begin assigning official employee records to AI agents and incorporating them into organizational chart (PR Newswire, 2024). This approach is intended to help companies better understand where their AI agents fit within the organization, while promoting responsible and transparent employment and governing of AI (Forbes, 2024). Remarkably, the initiative also aims to equip business leaders with tools to manage AI agents alongside human employees, ensuring alignment through entitlement and accountability (Business Insider, 2025).

As intelligent systems continue to evolve over time and take on larger responsibilities such as representing the organization in customer interactions, it has been proposed that AI agents should be held accountable to specific goals and standards, same as the human staff (Forbes, 2024). Therefore, the HR solution company recommends that AI employees be onboarded, trained, supervised and assessed just like their human counterparts (PR Newswire, 2024). By assigning clear objectives and conducting regular performance review, this approach seeks to help managers maximize the value of AI agents while elevating service quality.

Challenges

Despite the potential benefit of fostering a collaborative environment between AI and human staff, Franklin's proposition has sparked debate. Critics argue that equating AI with human employees

may be seen as a sign of disrespect towards human workers, and it may lead to intensified competition between AI and humans, further accelerating the issue of job displacement (The Guardian, 2024). Moreover, the proposal overlooks the practical difficulties of integrating AI agents into existing organizational frameworks. The dynamic and multifunctional nature of intelligent systems poses challenges in defining their roles and mapping them within departmental structures.

Discussion Questions

1. Do you support Franklin's proposal? Would you consider an AI agent a colleague and treat them equally to other members of your team? Why or why not?
2. What are the potential benefits of onboarding, training, supervising, and assessing digital workers in the same way as human employees?
3. What might explain the strong societal resistance to this concept? Are there other potential risks or ethical concerns not mentioned in the article that could arise from treating and assessing AI systems equally to humans?
4. Do you believe this concept will become more widely accepted in the future? What steps could be taken to accelerate its adoption?

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Keywords

- Artificial Intelligence (AI)
- Organization
- Human Resource Management
- Digital workers
- Accountability
- Equality

管理 AI 员工：人力资源管理中的数字劳动力接纳



Source: Pexels (2021)

背景

在当今的酒店业格局中，人工智能已成为提升运营效率和宾客满意度的变革性因素。随着组织日益依赖这些智能系统，酒店业管理者的角色也在演变，开始涵盖对“AI 驱动的‘数字员工’”的管理（Business Insider, 2025）。

人力资源管理解决方案公司 Lattice 的首席执行官莎拉·富兰克林，率先将“数字员工”——即融入组织并被像人类员工一样对待的 AI 智能体——这一概念变为现实（The Guardian, 2024）。2024 年 7 月，Lattice 宣布开始为 AI 智能体分配正式员工档案，并将其纳入组织结构图（PR Newswire, 2024）。此举旨在帮助企业更好地理解其 AI 智能体在组织中的位置，同时促进对 AI 负责任且透明的“雇佣”与管理（Forbes, 2024）。值得注意的是，该倡议还旨在为商业领导者提供工具，以便与人类员工一同管理 AI 智能体，通过赋予权利和责任来确保目标一致（Business Insider, 2025）。

随着智能系统不断发展并承担更大的责任，例如代表组织与客户互动，有人提出 AI 智能体应像人类员工一样，对特定目标和标准负责（Forbes, 2024）。因此，这家人力资源解决方案公司建议，AI 员工应像人类员工一样接受入职培训、训练、监督和评估（PR Newswire, 2024）。通过设定明确的目标并进行定期的绩效评估，这种方法旨在帮助管理者最大化 AI 智能体的价值，同时提升服务质量。

挑战

尽管在 AI 与人类员工之间培养协作环境具有潜在益处，然而富兰克林的提议引发了争论。批判者认为，将 AI 等同于人类员工可能被视为对人类员工的不尊重，并可能导致 AI 与人类之间的竞争加剧，进一步加速工作岗位被取代的问题（The Guardian, 2024）。此

外，该提议忽略了将 AI 智能体整合到现有组织框架中的实际困难。智能系统的动态性和多功能性为其角色定义以及在部门结构中定位带来了挑战。

讨论问题

1. 你是否支持富兰克林的提议？你会将 AI 智能体视为同事，并像对待团队其他成员一样平等地对待它吗？为什么？
2. 以与人类员工相同的方式对数字员工进行入职培训、训练、监督和评估，有哪些潜在的好处？
3. 社会对此概念为何表现出强烈抵制？将 AI 系统与人类同等对待和评估，是否还存在文章中未提及的其他潜在风险或伦理担忧？
4. 你是否认为这一概念未来会被更广泛地接受？可以采取哪些步骤来加速其被采纳？

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关键词

- 人工智能 (AI)
- 组织
- 人力资源管理
- 数字员工
- 问责制
- 平等

管理 AI 員工：人力資源管理中的數位勞動力接納



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背景

在當今的酒店業格局中，人工智慧已成為提升營運效率和賓客滿意度的變革性因素。隨著組織日益依賴這些智能系統，酒店業管理者的角色也在演變，開始涵蓋對「AI 驅動的『數位員工』」的管理 (Business Insider, 2025)。

人力資源管理解決方案公司 Lattice 的首席執行官莎拉·富蘭克林，率先將「數位員工」——即融入組織並被像人類員工一樣對待的 AI 智能體——這一概念變為現實 (The Guardian, 2024)。2024 年 7 月，Lattice 宣佈開始為 AI 智能體分配正式員工檔案，並將其納入組織結構圖 (PR Newswire, 2024)。此舉旨在幫助企業更好地理解其 AI 智能體在組織中的位置，同時促進對 AI 負責任且透明的「僱傭」與管理 (Forbes, 2024)。值得注意的是，該倡議還旨在為商業領袖提供工具，以便與人類員工一同管理 AI 智能體，透過賦予權利和責任來確保目標一致 (Business Insider, 2025)。

隨著智能系統不斷發展並承擔起更大的責任，例如代表組織與客戶互動，有人提出 AI 智能體應像人類員工一樣，對特定目標和標準負責 (Forbes, 2024)。因此，這家人力資源解決方案公司建議，AI 員工應像人類員工一樣接受入職培訓、訓練、監督和評估 (PR Newswire, 2024)。透過設定明確的目標並進行定期的績效評估，這種方法旨在幫助管理者最大化 AI 智能體的價值，同時提升服務質量。

挑戰

儘管在 AI 與人類員工之間培養協作環境具有潛在益處，然而富蘭克林的提議引發了爭論。批判者認為，將 AI 等同於人類員工可能被視為對人類員工的不尊重，並可能導致 AI

與人類之間的競爭加劇，進一步加速工作崗位被取代的問題（The Guardian, 2024）。此外，該提議忽略了將 AI 智能體整合到現有組織框架中的實際困難。智能系統的動態性和多功能性為其角色定義以及在部門結構中定位帶來了挑戰。

討論問題

1. 你是否支持富蘭克林的提議？你會將 AI 智能體視為同事，並像對待團隊其他成員一樣平等地對待它嗎？為什麼？
2. 以與人類員工相同的方式對數位員工進行入職培訓、訓練、監督和評估，有哪些潛在的好處？
3. 社會對此概念為何表現出強烈抵制？將 AI 系統與人類同等對待和評估，是否還存在文章中未提及的其他潛在風險或倫理擔憂？
4. 你是否認為這一概念未來會被更廣泛地接受？可以採取哪些步驟來加速其被採納？

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